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MEMORANDUM FOR: 1. [ ] , to/DDI

2. Dir, Personnel

Harry —

I realize we are trying, but the results are not apparent.

I plan to be talking to your people soon, and thought the attached might help.

29 Sept 71
(DATE)

FORM NO. 101 REPLACES FORM 10-101
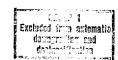1 AUG 54 WHICH MAY BE USED.
(47)

NPIC/SS/TB-028-71
27 September 1971

MEMORANDUM FOR: Executive Director, NPIC

SUBJECT: Minority Recruitment

        1. Inasmuch as I have had little direct association
with the Agency's minority recruitment effort (two co-op
recruitment trips to black schools and conversations with
others involved in the effort), I can only speculate on
the cause of the lack of response from the recruiters on
the quality and quantity of possible recruits. But given
my limited knowledge of the situation, I offer these
opinions and some possible avenues of approach to the
problem:

        (a) Team Concept for Recruiters - At least two
black individuals, working as a team, should do the entire
job from making the initial contacts with the school admin-
istration, right on through the recruitment interview. I
imagine that if the Agency does use the team approach, I
doubt if all the team members are black. The usual practice
is to have a black person accompany the regular recruiter
who is white. This black person is supposed to serve as a
show piece to the recruit, signifying that the organization
is sympathetic to a cause or that the organization is an
Equal Employment Opportunity Employer. However, the impres-
sion that this makes is something other than what was intended.
The white/black team effort is interpreted as an attempt at
deception. The black team member is not considered the boss
of the team, he is not considered the authority on the team,
he is not the main negotiator at the recruitment interview and
he does not control the session, i.e., answering questions
pertinent to employment policies, salaries, job security, etc.
Therefore, my first recommendation is to form all-black
recruiting teams.

        (b) Careful Selection of Recruitment Criteria - I
recall during some of the many conversations I have had on the
minority recruitment subject that it was suggested the Agency

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should lower its standards in an effort to raise the number
of black professional employees. Those making the suggestion
felt that the only reason the Agency was below par in the
minority employment area was because the minority groups
lacked the academic wherewithal to compete with their white
counterparts. I do not agree with that. I am of the opinion
that this Agency should not lower its standards in order to
increase the number of black professionals within its ranks
if these same standards have been the yardstick for hiring
white professionals. Standards are necessary. However,
they must be realistic and not be arbitrary restrictions
imposed as discriminatory devices for selecting employees.
The consequences of lowered standards for one particular
group would work to the disadvantage of the people hired under
the lower standards and would create adjustment problems,
problems of being accepted into the working group, problems
which need not be. But, perhaps the standards are too high
to begin with. I suggest a thorough examination of the
standards prior to issuing instructions to recruit. Too
many of the standards we require for recruits are often over
and above what they should be. Lower overall standards might
prove less consequential in the long run. There are numerous
accounts in the file now of overly qualified people being
hired for positions which offered no challenge to their
highly educated minds.

        (c) Careful Selection of Schools - Closely
associated with making a careful assessment of the recruiting
criteria is a careful assessment of the schools at which to
recruit depending, of course, on the type of individual we
are looking for. Earlier this year while trying to recruit
co-ops/summer interns at two black colleges, it became
apparent to me that some schools are more sophisticated than
others. I would imagine that a significant difference exists
between the student bodies of a sophisticated school and a
less sophisticated school. In order to build a channel of
continued access to the black academic community, it will be
necessary to visit a number of colleges and universities,
large and small, sophisticated and not sophisticated, and
develop with them a source of professional manpower that will
be an asset to the Agency and a vehicle for promoting a better
understanding of CIA.

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(d) Top Management Directive to Hire - It is easy to increase the recruiting effort for black students. But what good is this increase if the recruits are not hired. To make an attempt at solving the problem is no good unless you are willing to accept the solution. A recruiter earns his reputation by bringing people into the fold and he does what is necessary to accomplish this. If the recruiter's production is in jeopardy, I would doubt his sincerity to the purpose of recruiting those he feels will not be hired. To combat this situation and to make the recruiting effort more effective, more direction should be given to the hiring office. The hiring office should be instructed to increase their level of minority professionals with the same authority as that directed to the recruiters.

(e) Cancel Subscription to "GRAD II" Computer Listing - I would question the ability, personality, character, and overall quality of any derivative from a computer. It is my contention that only the leftovers would submit to this system for finding employment. It indicates to me that the computer-derived individual lacks some of the basic ingredients needed to survive in this organization.

2. As I indicated, I have not been closely associated with this project and from where I sit it is easy to cast stones. However, if I can be of any assistance, please let me know.

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Chief, Training Branch
NPIC

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